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17 NOV 1972

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Role of Training in Personnel Management

REFERENCES : (a) Memo to ExDir-Compt from MAG, same subject, dtd 11 Oct 72 (ER 72-5461)
(b) Memo to DD/S and DTR from ExDir-Compt, Subj: Personnel Management and Development, dtd 6 Oct 72 (ER 72-5054/4)
(c) Memo to DD/S from DTR, Subj: Training Phase of the PMMP, dtd 19 Sep 72 (DTR 7923)
(d) Memo to ExDir-Compt from DTR, Subj: Training and Career Development, dtd 17 Apr 72 (DTR 7403)

1. The analyses and recommendations submitted to you by the Management Advisory Group Reference (a) and the Office of Training References (c) and (d), are remarkably similar and certainly in full agreement on the basic question involved, i. e., the need for increased reliance on training as an instrument of career management and organizational development.

2. Paragraph I of MAG memorandum does, I think, overstate the case and does not take sufficient account of the Agency's extensive use of existing training opportunities; the degree of dialogue and active cooperation between OTR and other components in developing new training programs and modifying existing ones; the institution of new offerings in information science, systems analysis, management and budgeting, and use of the computer by the "consumer"; and the introduction of new analytic methodologies in several of our general training courses.

3. Nevertheless, the differences between the MAG and OTR views are a question of degree only. There is no doubt that much more needs to be done in these areas and we believe the Board of Visitors can make a major contribution to this effort. In a practical sense, OTR can heartily endorse virtually all of the specific recommendations made in the MAG paper, recognizing that they offer some refinements and additions to OTR's own proposals made in References (c) and (d).

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Comments on specific MAC recommendations follow:

II. The Role of the Training Officer

A. The directorate (senior) training officer should be an OTR careerist. We agree basically, noting only that the critical criterion for selection to this position is a combination of intimate knowledge of the substantive work of the directorate and of training opportunities. Conceivably, this could be satisfied by an officer from the directorate or from OTR. Generally, this criterion has not been met. MAG also recommends that the senior training officer be assigned to the administrative staff of the directorate; this has been standard practice in all four directorates.

B. Component training officers should be slotted at their respective administrative staff levels. This, too, is pretty standard practice. The real issue is addressed in the next recommendation.

C. TO's should be encouraged actively to fulfill their training roles, even when this is collateral (to other duties). More properly, TO's should be charged with specific responsibility for evaluating the training needs of their components, of individuals assigned to their components, and for recommending specific training experiences for individual employees as an integral part of the component's management of its personnel.

D. OTR should develop a training program for TO's (with the latter required to attend). Agree. Our present one-day briefing for TO's, given annually for all and on an ad hoc basis for new TO's, is not adequate.

E. Regular meetings (at least quarterly) should be held between component supervisors/TO's and OTR representatives. An interesting recommendation which deserves greater thought, especially in the light of the relationship and relative responsibilities among the Board of Visitors, senior training officers, and OTR, as well as of the mechanisms by which data concerning training needs and achievements should be compiled and analyzed.

III. Management Role

A. Mandatory component training policies should be established. OTR already has submitted extensive comments and specific recommendations about the use of sanctions in relation to training. Stated briefly, we see the need for prohibitions against assigning personnel to jobs for which they are not properly qualified due to the lack of stipulated experience and/or

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training. Establishing such stipulations is primarily a personnel management responsibility, but consultation with training officials is of course essential and, to that end, we already have recommended that there be joint effort between component and OTR representatives to compile career training profiles peculiar to the needs of each of the directorates and their sub-units.

B. Implementation of recommendations on selection, utilization, and training of TO's. Agree.

C. Supervisors, in conjunction with TO's should be specifically charged with disseminating information on training opportunities on a regular basis. Agree, but even more saliently, supervisors should be charged with incorporating training plans into their personnel management responsibilities, particularly at the time of assignments, reassessments, and promotional reviews.

*Supervisors
don't
nearly exert
see
all the time*

IV. OTR's Role

A. Develop TO training course outline. Agree.

B. Expand present capacity for course and curriculum development and evaluation. OTR has been expanding its capability for course and curriculum development through the establishment of the Curriculum Council, the appointment of a special assistant for curriculum development, and greater utilization of our instructor training staff in behalf of other Agency components. No doubt, more needs to be done in this field. In recent months, however, OTR has been very actively involved in working with representatives of other components in the development or redesign of training programs. We have worked with the Office of Communications to develop and conduct courses in supervision and writing:

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[REDACTED] with the Technical Services Division of the Clandestine Service to provide operations familiarization for its personnel; with SIPS to help design a new budgeting course; with the National Photographic Interpretation Center and the Imagery Analysis Service to redesign the Intelligence Research Techniques Course to meet their particular needs; to satisfy a requirement from the Office of Personnel to introduce coverage of the alcoholic abuse program into our courses for supervisory personnel; to cooperate with the Agency Equal Employment Opportunity Officer by introducing coverage of this subject in selected OTR courses; and, above all, at the direction of the Executive Director-Comptroller and Deputy Director for Support, to expand our management training program to meet the Agency's needs at virtually all levels of command responsibility.

At the same time, OTR has assumed from the Defense Intelligence School responsibility for administering and conducting

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Information Science training within the Intelligence Community and has worked with the Bureau of Narcotics and Dangerous Drugs of the Department of Justice in developing and presenting a comprehensive training program in the field of international narcotics control. These expanded activities have taken place despite a generally contracting situation in terms of OTR's personnel and budgetary resources.

C. Expand the dialogue with component chiefs and TO's to keep abreast of changing Agency needs. As indicated above, much of this is being done already, but we also expect the newly-established Board of Visitors to play a major role in identifying significant new Agency training needs and communicating these to OTR.

D. Use of regulatory power giving OTR the right to sign off on Agency training expenditures (meaning external training primarily). The Board of Visitors, in consultation with the Director of Training, is expected to review the appropriateness of various external training opportunities for Agency personnel and to advise the Deputy Directors and Heads of Career Services which of these best contribute to the systematic development of promising officers. In particular, it is anticipated that enrollment of Agency officers in the senior service schools and in external management training programs will be examined more carefully.

E. Maximum exploitation of OTR's control of the Information Science Center to educate appropriate elements of the Agency in the diverse applications of information science and computer technology. Keeping in mind that this responsibility relates not only to the Agency but to the Intelligence Community as a whole, we feel that significant results have been achieved in this area. OTR now offers three courses, ranging from one to four weeks in duration, devoted exclusively to this subject and designed for officers at the GS-09 level and above. In addition, general coverage of this subject has been included in our Midcareer Course, Senior Seminar, and Intelligence Production Course. We believe that OTR is providing as much of this training as practicable under the limitations imposed by existing resources.



HUGH T. CUNNINGHAM
Director of Training

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